Indian and Northern Affairs Canada
Affaires indiennes et du Nord Canada

Indian and Northern Affairs Canada

Northwest Territories Region

Strategic Plan

2010-2015

Canada

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Message from the Regional Director General

In 2009, Indian and Northern Affairs Canada's, Northwest Territories Region (INAC NWT Region) initiated a strategic planning process to align INAC NWT Region's operations with the department's overall vision and mandate.

The strategic plan that follows sets forth the outcomes that INAC NWT Region seeks to achieve over the next five years, along with the strategies that we will use to get there.

It is our desire that this INAC NWT Region Strategic Plan (2010-2015) will provide you with a clear, critical and integrated view of our plans, priorities and use of resources.

Further, that it will assist us in creating a more effective and efficient organization that is better able to respond to the needs of Northerners, other stakeholders, First Nations and other Aboriginal groups, and the communities we support.

Trish Merrithew-Mercredi
Regional Director General
INAC NWT Region

Overview of INAC NWT Region

The Northwest Territories is a highly complex operating environment and is characterized by a wide scope of competing political, social and economic variables. The federal government attends to its responsibilities in the NWT through Indian and Northern Affairs Canada's (INAC) expansive mandate.

In the NWT, INAC's operations subdivide into two broad areas: 1) governance, advice, and support to Aboriginal organizations and First Nation communities; and, 2) sustainable resource and environmental management.

1) The Aboriginal and Territorial Relations Directorate supports departmental work related to the negotiations and implementation of land, resource and governance agreements in the Northwest Territories. The Directorate also supports NWT political development, devolution negotiations, inter-governmental matters, Crown Consultation and resource management board relations.

The Indian and Inuit Services Directorate supports First Nations and Inuit organizations to develop the capacity to assume control and accountability for the delivery of programs and services to their communities. It also ensures the timely delivery of the federal government's fiduciary and statutory obligations to Aboriginal people.

2) Land, water and resource management are coordinated through the Region's operational directorates which include: Mineral and Petroleum Resources, Operations, Contaminants and Remediation, and Renewable Resources and Environment.

INAC NWT-Region is comprised of 317 staff in several offices across the NWT. The regional office is located in Yellowknife, with district offices in Fort Simpson, Hay River, Fort Smith, Norman Wells, Inuvik and Yellowknife District.

The Region also has several service-based programs which perform largely internal functions for the region. These include: Corporate Services, Policy and Planning, Human Resources and Leadership, and Communications and Public Affairs.

Overseeing all of the programs and services in the NWT Region is the Executive Office with the Regional Director General and the Associate Regional Director General. Together with its support staff, the Executive Office is responsible for leading and coordinating the entire Region and maintains a close working relationship with the National Capital Region (NCR) in Ottawa as well as other sectors and Regions.

Strategic Planning Process

The INAC NWT Region's Strategic Plan was designed to balance regional commitments with available resources and to provide quality services for the people of the North and all Canadians. This is achieved through partnerships with the territorial government, Aboriginal groups, other Northerners, the private sector and other stakeholders.

The Strategic Plan sets out the broad directions for INAC NWT Region by listing the strategic priorities and objectives. It aims to help the Region's employees identify how their work fits into the bigger picture and provides a means for stakeholders to understand the direction that INAC is headed in the NWT.

The 2010-2015 Strategic Plan is intended to guide the work of the NWT Region over the next five years. The Strategic Plan is founded on several factors including: the INAC NWT integrated business planning process and the current operating environment both internally and externally. Additionally, the Strategic Plan was informed by the views of its employees through several facilitated workshops in the summer of 2009.

Purpose of the Strategic Plan

A strong strategic plan is fundamental to achieving and maintaining high levels of performance within an organization. When done well, a strategic plan will anticipate what is going to happen and the initiatives derived will deliver results.

The Strategic Plan for the NWT Region is intended to:

- support a more integrated approach to how resources are allocated and operational direction is provided;
- communicate within the Department, the Region's strategic direction and its progress underway;
- describe the opportunities and challenges facing the Region; and,
- show how the Region links its planning to INAC's Departmental and Regional Missions and Visions.

The Strategic Plan will also provide overarching guidance throughout the NWT Region in such areas as:

- Priority Setting;
- Integrated Business Planning; and,
- Measurement of Performance and Reporting.

What this Strategic Plan does not do:

- define activities, performance measures and monitoring and tracking: these functions will come in a separate document commonly referred to as "Performance Measurement Framework"; and,
- set in stone the strategies: the Strategic Plan is an evolving a living document with annual reviews and updates.

"I skate to where I think the puck will be."

- Wayne Gretzky (Canadian hockey legend)

"What gets measured gets done."

- Peter Drucker (writer, professor, management consultant)

Relation to Measurement & Planning

This diagram shows how the overarching guidance of the NWT Region Strategic Plan is connected to both measurement and planning.

Performance Measurement and Reporting **for the INAC NWT Region currently includes evaluative tools and activities such as: the Employee Performance Agreement, Integrated Business Planning Review, and Quarterly Reporting. INAC NWT Region will also measure and report its results on an annual basis through the Performance Measurement Framework (a separate document currently being developed). That Framework will describe the tools and avenues for performance measurement along with the indicators that will measure progress in delivering the strategies and reaching the objectives set out in the Strategic Plan.**

Operational Priority Setting and Work Planning for the INAC NWT Region includes: annual operational directorate-based workplans and Integrated Business Plans (which integrates individual directorates' work plans with their human resource, financial, and information technology planning).

At the centre of the diagram, INAC NWT Region has identified cross-cutting principles that are essential to reach objectives set out in the Strategic Plan. These principles are:

1. maintain a consistent approach to governance, planning and communications;
2. align financial and human resources with the strategic priorities and planned work; and,
3. monitor and adjust services and programs on the basis of demonstrated progress and successes.

INAC Departmental Mission:

Working to make Canada a better place for First Nations, Inuit, Metis and other Northerners.

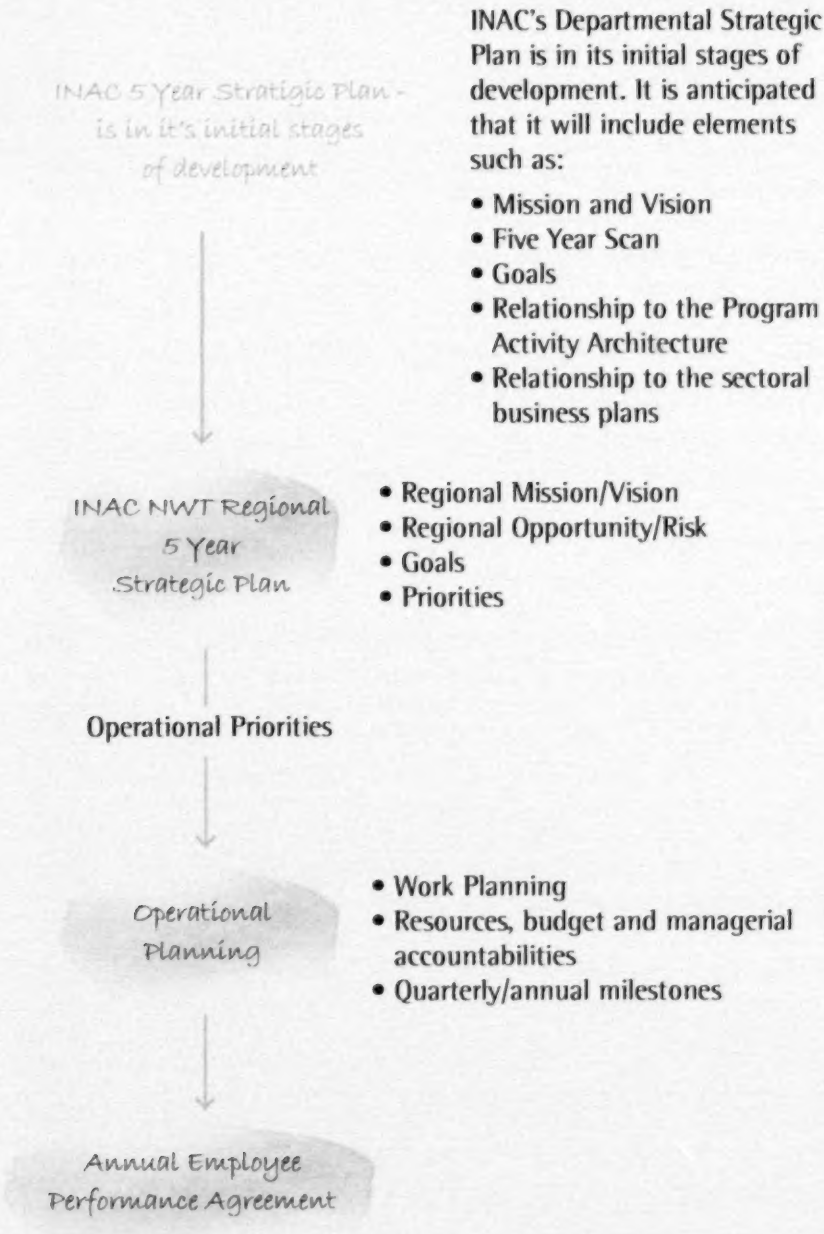
INAC Departmental Vision:

Canada's economic and social well-being benefits from strong self-sufficient Aboriginal and Northern People and their communities.

Our vision is a future in which First Nations, Inuit, Metis and Northerner communities are healthy, safe, self-sufficient and prosperous- a Canada where people and the physical environment are being managed in a sustainable and responsible manner.

Relation to INAC's Strategic Plan

This diagram shows how the NWT Region Strategic Plan and the regional annual operational directorate-based workplans plans fit into the broader picture.


INAC 5 Year Stratigic Plan - is in it's initial stages of development
INAC's Departmental Strategic Plan is in its initial stages of development. It is anticipated that it will include elements such as:
• Mission and Vision
• Five Year Scan
• Goals
• Relationship to the Program Activity Architecture
• Relationship to the sectoral business plans
INAC NWT Regional 5 Year Strategic Plan
• Regional Mission/Vision
• Regional Opportunity/Risk
• Goals
• Priorities
Operational Priorities
Operational Planning
• Work Planning
• Resources, budget and managerial accountabilities
• Quarterly/annual milestones
Annual Employee Performance Agreement

Strategic Priorities

The following overarching strategic priorities are a five year broad focus for the INAC NWT Region. These priorities result from an analysis of both the NWT Region's vision and the current operating environment (Appendix A). These priorities are inherent in the objectives and strategies as described in the planned outcomes.

Effective Natural Resource Management

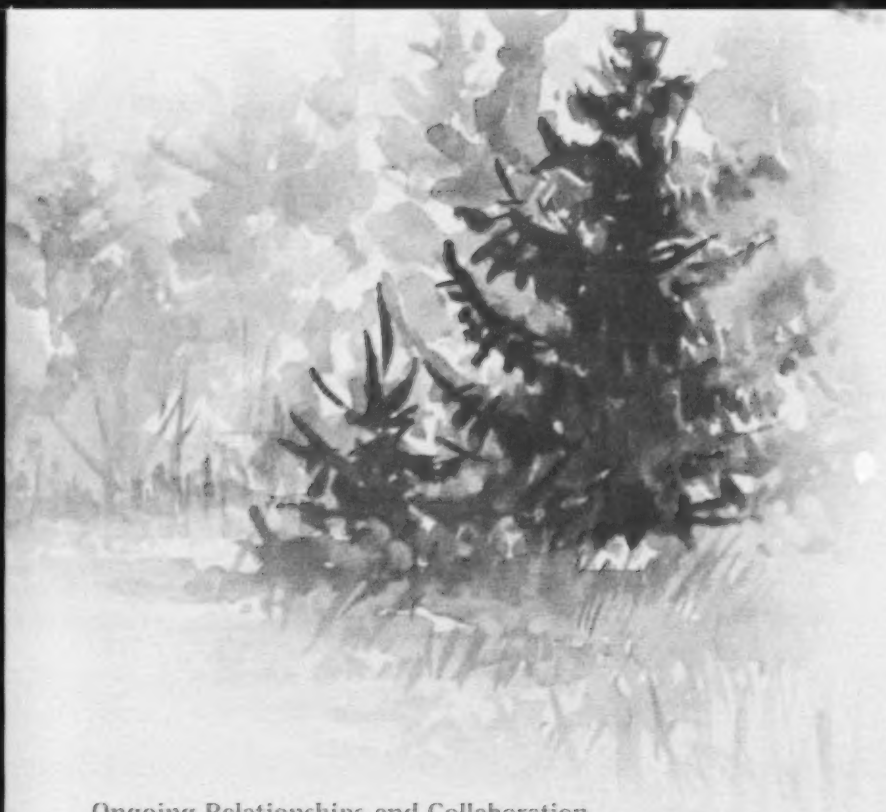
Manage access to, and utilization of, natural resources to support sustainable development, while balancing the goals of environmental protection with economic development. Regulatory Improvement
Ensure a transparent, consistent and effective regulatory regime that supports the investment necessary to enhance the NWT's economy while still maintaining high standards of environmental protection.

Capacity Development

Advocate for the development and/or provision of the necessary fiscal and technical capabilities and human resources within the NWT Region, and for all of the peoples and communities of the Northwest Territories.

Political Development and Aboriginal Relations

Support the political evolution of the Northwest Territories. Negotiate and finalize unsettled land claims and self-government agreements and continue implementing settled claims, Treaty Land Entitlement Agreements and responsibilities associated with existing Treaties. Negotiate and implement a devolution agreement.



Ongoing Relationships and Collaboration

Develop and maintain ongoing cooperative relationships between INAC and Aboriginal and Territorial governments, institutions of public governance, industry, residents of the Northwest Territories and other federal departments.

Foster Self-Reliance

Encourage the peoples of the Northwest Territories and governments to work together in identifying and realizing opportunities to increase self-reliance and improve the quality of life.

Robust Management Practices and Structures

Adopt and sustain strategic, risk, operational, financial and results-based management processes and tools for the betterment of the INAC NWT Region, and ensure the organization is positioned to achieve its vision, priorities and objectives in an effective and efficient manner.

When INAC managers in the NWT build their annual operational directorate-based workplans and Integrated Business Plans, there are several planning documents that are referenced. These include: the Northern Strategy, INAC Corporate/Sector Plans[1], anticipated regional risk profile/ the NWT Regional Strategic Plan, the annual NWT Regional Operational Priorities as well as consideration of cross-directorate needs and resourcing.

[1] INAC Corporate/Sector related plans may include: the Departmental Corporate Business Plan, the NAO Business Plan (Sectoral), and/or, the INAC Departmental Strategic Plan (currently under development).

INAC NWT Region Mission:

We are a team of Northerners that support a strong and healthy Northwest Territories by:

- Upholding and strengthening Canada's relationship with Aboriginal peoples;
- Promoting and developing relationships with all Northerners and stakeholders;
- Supporting responsible resource management;
- Advancing devolution; and,
- Advocating northern interests

INAC NWT Region Vision:

INAC NWT Region is a key player in achieving the economic and political development of the Northwest Territories and its people, where natural resources and the physical environment are being managed in a sustainable and responsible manner.

Planned Outcomes

This diagram shows INAC NWT Region's five key areas of focus. Each water color represents a planned outcome. (These outcomes are derived primarily from THE NORTH strategic outcome of INAC's Program Activity Architecture (Appendix B).

1 | Governance

Good governance, effective institutions and co-operative relationships for all of the peoples of the Northwest Territories.

2 | Communities

Individual and family well-being for the peoples of the Northwest Territories as well as development.

3 | Land and Resources

Sustainable stewardship of lands, resources and the physical environment for all of the peoples of the Northwest Territories.

4 | Economy

Increasing self-reliance to ensure the economic well-being and prosperity of the peoples of the Northwest Territories.

5 | Internal Services

An effective and responsibly managed and operated organization, positioned to achieve its strategic objectives.

The objectives and strategies articulated in each planned outcome shape the focus for the deliverables for the INAC NWT Region.

Objectives and Strategies

Governance

Good governance, effective institutions and co-operative relationships for all of the peoples of the Northwest Territories.

Self-reliance requires that the peoples of the Northwest Territories have the authorities, abilities and institutions to participate meaningfully and effectively in the governance of the Territory, their communities, and the lands and resources with which they live.

Objectives & Strategies

1. Settle and implement modern Treaties in the Northwest Territories.
    - 1.1 Support the negotiation of land claim agreements, fiscal transfer arrangements and implementation plans.
    - 1.2 Support the ongoing renewal of Canada's approach to implementation through policy and by working with other federal departments.
    - 1.3 Establish the means to address matters of claim boundary overlap.
    - 1.4 Reduce the number of First Nations in third-party and remedial management plans.

2. Legal obligations are honored and governance-related legislative and policy initiatives are supported.
    - 2.1 Put in place a strategic approach to community capacity development that coordinates and supports initiatives by the INAC NT Region.
    - 2.2 Effectively manage Indian Government Support programs.
    - 2.3 Work effectively with existing treaties and unsettled areas.

3. The peoples of the Northwest Territories actively participate in the decision making that affects them.
    - 3.1 Improve the provision of information on land use planning and resource development.
    - 3.2 Strengthen communications and engagement with communities on projects, funding opportunities and training programs.
    - 3.3 Continue to enhance the funding model, structure, and related communications for contributions.

4. Political development of territorial and Aboriginal governments.

- **4.1 Support the development and implementation of a devolution agreement.**
- **4.2 Continue to engage in inter-governmental working relationships.**
- **4.3 Support self-government negotiations.**

Communities

Individual and family well-being for the peoples of the Northwest Territories.

The peoples of the Northwest Territories should be healthy, skilled, employed and living in prosperous communities.

Objectives & Strategies

1. Communities are informed about the state of the physical environment in order to make better health-based decisions.
    - 1.1 Engage in building, sharing, and better leveraging of research in conjunction with, and informed by, Traditional Knowledge.
    - 1.2 Steward the Northern Contaminants program.
    - 1.3 Deliver the Cumulative Impacts Monitoring Program

2. Enhance socio-economic opportunities for Aboriginal peoples.
    - 2.1 Continue to deliver the First Nation and Inuit Youth Employment strategy.
    - 2.2 Continue to deliver the University and College Entrance Preparation (UCEP) program.
    - 2.3 Invest in Aboriginal leadership development initiatives.
    - 2.4 Work with CanNor, the Government of the Northwest Territories (GNWT), Aboriginal communities and industry to find, nurture and enhance economic opportunities.

3. Effectively administered First Nation member services.
    - 3.1 Support the implementation of new Secure Certificate of Indian Status Cards.

Land and Resources

Sustainable management of lands, resources and the physical environment for the peoples of the Northwest Territories.

Stewardship of the land, the renewable and non-renewable resources, and the health of the physical environment for current and future generations is predicated on an informed understanding of the risks being faced and the means of their mitigation. There also exists the need for partnerships and community level action, as well as an improved regulatory management regime for the North.

Objectives & Strategies

1. The negative impacts of resource development are minimized.
    - **1.1 Maintain and improve the compliance and enforcement program.**
    - **1.2 Develop and manage an effective securities management process.**
    - **1.3 Update and develop applicable statutes.**

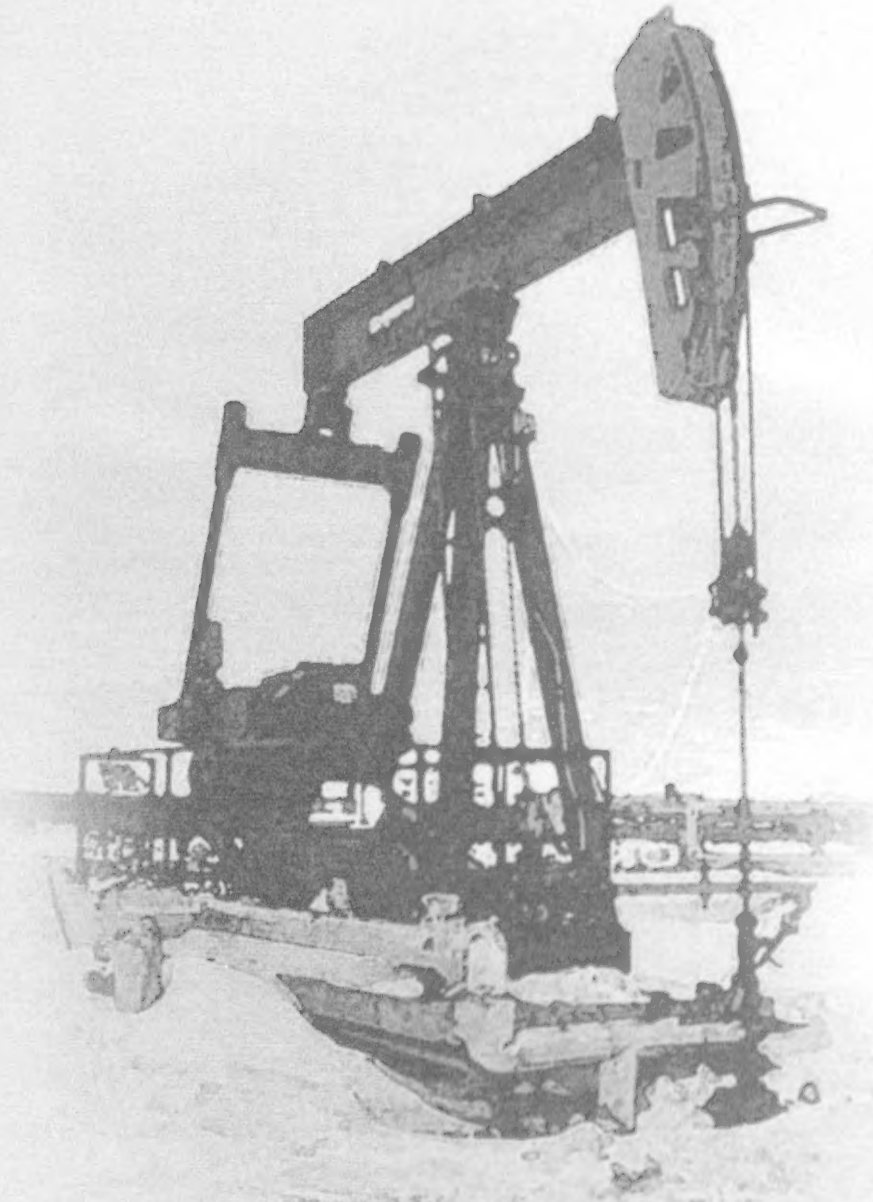
2. Negative impacts of contaminated sites are eliminated.
    - **2.1 Maintain and improve the compliance and enforcement program.**
    - **2.2 Develop and manage effective securities management processes.**
    - **2.3 Update and develop applicable statutes.**
    - **2.4 Remediate contaminated sites.**

3. A comprehensive and understood, effective and efficient regulatory regime.

- 3.1 Deliver land and resource programs (including land use planning, the protected areas strategy, cumulative impact monitoring and supporting sciences).
- 3.2 Participate in the clarification of socio-economic and cultural aspects of environmental assessments.
- 3.3 Support the implementation of the Northern Regulatory Improvement Initiative.

4. The peoples of the Northwest Territories are supported in the governance of land and resource management processes.

- 4.1 Enhance the capacity and ability of northern residents to manage lands, the physical environment and natural resources through professional development and training.
- 4.2 Establish policies for information management and sharing to facilitate sound decision-making.
- 4.3 Complete the implementation of the Water Resource Stewardship Strategy with the GNWT and Aboriginal governments.
- 4.4 Deliver land and resource programs (including land use planning, the protected areas strategy, cumulative impact monitoring and the supporting sciences).
- 4.5 Highlight and encourage the use of Traditional Knowledge.
- 4.6 Negotiate and implement trans-boundary water agreements through the Mackenzie River Basin Board.



Economy

Economic well-being and prosperity of all of the people of the Northwest Territories.

Economic development is the primary avenue through which the people of the Northwest Territories can realize higher standards of quality of life and increased economic self-reliance. The key to this success is that the relationships existing between communities and industry are durable and built on a strong knowledge base.

Objectives & Strategies

1. Durable relationships between industry and communities.
    - 1.1 Continue to advance policies, comprehensive community planning (CCP), and other means to maximize benefits
    - 1.2 Provide guidance to support, and assist in, appropriate consultations.
    - 1.3 Work collaboratively with, and encourage meaningful communications between, government, northern communities and industry.

2. Reinvigorate economic development in the territories.
    - 2.1 Stabilize funding and support for the sciences.
    - 2.2 Support evaluations of the effectiveness of federal investments in communities.
    - 2.3 Work collaboratively with CanNor and the Northern Projects Management Office.
    - 2.4 Communicate the benefits of regulatory improvement to northern communities.
    - 2.5 Encourage and support communities in actively marketing their regions for investment.

3. The people in the Northwest Territories have the skills and capacity needed to participate in economic activities.
    - 3.1 Identify gaps in, and support, training and skills development in northern and Aboriginal communities.
    - 3.2 Complete the development and implementation of the Northern Aboriginal Leadership Development program.

4. Economic development is bolstered through managed access to resources.
    - 4.1 Address policy and administrative improvements in the management of natural resources.
    - 4.2 Broaden the knowledge and understanding of the natural resource potential in the Northwest Territories.

Internal Services

An effective, responsibly managed and operated organization, positioned to achieve its strategic objectives.

The ability of the INAC NWT Region to be successful in carrying out its mandate, and in demonstrating progress towards its vision, is impacted, in turn, by access to the necessary financial, technological, human and communication resources as much as by the delivery of programs and services.

Objectives & Strategies

1. Responsible management through integrated planning and risk management Strategies.
    - 1.1 Complete and implement an integrated planning framework, including fiscal, human resource, information management and technology planning.
    - 1.2 Implement a regional risk management framework, incorporating the corporate risk profile; and increase risk training opportunities within the INAC NWT Region.

2. Improved efficiency and effectiveness of the INAC NWT Region.
    - 2.1 Update and implement a recruitment, retention and succession planning process
    - 2.2 Realign resources, structures and governance of the INAC NWT Region to enable it to better realize its strategic objectives.
    - 2.3 Obtain adequate resources to further the effectiveness of the INAC NWT Region.
    - 2.4 Continue to improve the state of the working environment and engagement of staff.
    - 2.5 Maintain a framework and process for the formalizing of regional operating procedures.
    - 2.6 In the face of reduced resources, seek new and more efficient ways to conduct our business.

Next Steps

The INAC NWT Strategic Plan, as an overarching and look-forward document, aims to set the context of annual planning and operations for the NWT Region.

The development of the Strategic Plan is the first step. The INAC NWT Region aims to complete the following within the 2010-2011 fiscal year:

- Develop annual operational work/business plans in support of the strategies and objectives outlined in the Strategic Plan;
- Develop a Performance Measurement Framework to monitor and measure the objectives and strategies laid out in the Strategic Plan; and,
- Provide training opportunities/info sessions to employees on how to use and implement both the Strategic Plan and Performance Measurement Framework.

The Strategic Plan is an evolving document that will be updated and adapted annually. This will allow the INAC NWT Region to respond to pressures and possibilities, and to align its objectives and strategies.

APPENDIX A

Snapshot of our Current Operating Environment (2009/10)

The world within which we work is ever changing. While this presents us with new pressures, it also offers us new possibilities. INAC NT Region will take an annual snapshot of the current operating environment to help make the most of our strategic planning process.

At the time of writing, the operating environment presented the following possibilities and pressures:

Possibilities

A| Leverage the current national interest in the North to support such initiatives as the Cumulative Impact Monitoring Program, climate change, and land claims/self-government implementation.

B| Foster a sustainable resource management regime which addresses both renewable and non-renewable resources in the North and supports increasing self-reliance and economic prosperity of Aboriginal and northern communities. This includes implementing the Government of Canada's Vision for the North, creating stronger relations with regulatory boards, communities and government partners, amending legislation, and creating clearer and more consistent rules and standards.

C| Work with our partners, the Northern Project Management Office and CanNor, the northern economic development agency, to find mutually beneficial financial and human capacity opportunities, thereby enhancing economic development in the NWT.

D| Ensure consistent and value-added presence of Indian and Northern Affairs Canada in the Northwest Territories with funding, retained staff and new recruits that add needed competencies, as well as a shared commitment to success.

E | Work with the Government of the Northwest Territories and our Aboriginal partners to successfully negotiate an Agreement-in-Principle (AIP) as a platform to work towards devolution.

Pressures

A| Inadequate infrastructure in the North - government investment interests may not be the same as regional and local priorities.

B| Dated legislation and an incomplete regulatory regime that is dependent on the involvement and decisions of many organizations and boards, and which is at great risk of not being sustainable into the future.

C| Increasing demand on the limited capacity and resources of Aboriginal and northern communities, and regulatory and environmental co-management boards.

D| Gaps in scientific information create challenges in effective land and resource management decisions.

E| Challenges in the negotiation and implementation of land claims agreements and Treaties.

F| Ongoing availability and stability of human, financial and technical resources for INAC's NT Region.

G| Financial resources to government have been reduced in an effort to help Canada deal with the financial deficit created by the economic crisis.

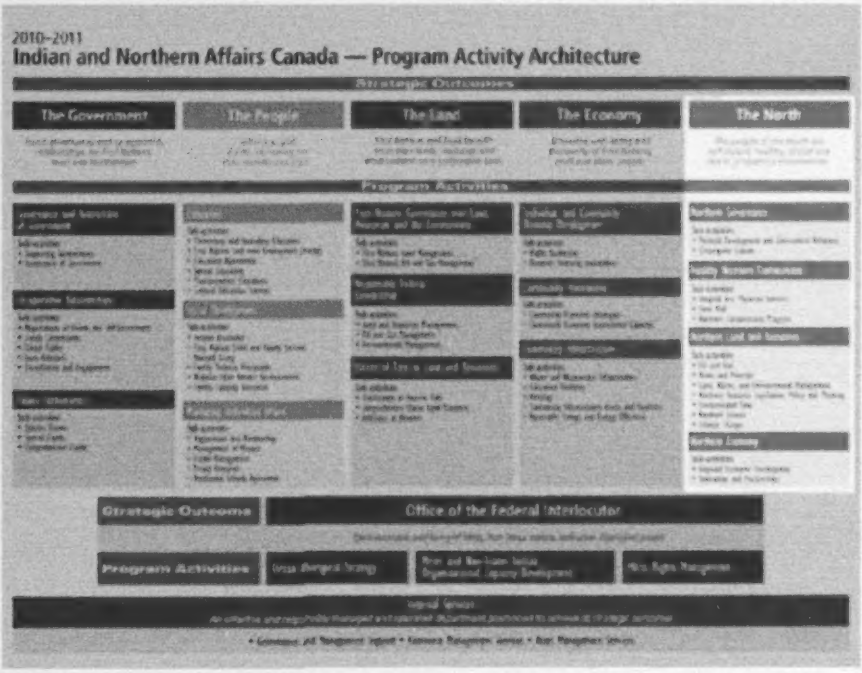
H| Uncertainty of whether the Mackenzie Gas Project will be approved and then initiated by the Proponent. Regional challenges include the loss of both funding resources and human resources.

I| Pressure on the delivery and acceptance of the Development Assessment Report for Giant Mine and INAC's simultaneous role as proponent and intervener. Site management/stability issues continue with prolonged time for remedial decisions.

APPENDIX B

The Program Activity Architecture[2] (PAA) is a common structure that all federal departments use to report on results that they intend to accomplish. INAC, as seen in this chart, has six strategic outcomes (each is described under a separate colour). For the most part, the work of INAC NWT Region is delivered through THE NORTH strategic outcome (brown column), though the Region also contributes to the other outcomes[3].

The NWT Region derives its five planned outcomes primarily through the four key program activities of The North strategic outcome: Northern Governance, Northern Land and Resources, Northern Economy, and Healthy Northern Communities[4], as well as through Internal Services (purple row).



[2] The Government of Canada holds federal government departments accountable for results achieved and value obtained from the expenditure of allocated resources. The Treasury Board policy on Management, Resources and Results Structures (MRRS) directs that all departments have clearly defined and measurable Strategic Outcomes, a robust governance structure and a sufficiently detailed PAA. The PAA provides the strategic framework through which this accountability function can take place.

[3] The Region also acts as the program delivery tool for some programming under the other strategic outcomes (The Government, The People, The Land, The Economy and Internal Services).

[4] In the NWT the majority of health based programs are delivered by either the Government of the Northwest Territories or INAC National Capital Region (NCR) in Ottawa.

APPENDIX C

Glossary of terms:

Employee Performance Management Plan (EPM): is part of INAC's planning cycle; it incorporates Employee Performance Reviews (employee goals and objectives and employee learning plans). The EPM process helps managers and employees manage their work by taking into account what needs to be done, how we did it in the past and how we can learn to do it better in the future.

Integrated Business Plans (IBP): Regional operational plans created by each Regional Centre Manger (RCM) that details all activities, human resources requirements, financial information and Information technology requirements.

Mandate: A mandate is the commission that is given to a government and its policies. INAC is responsible for two mandates: Indian and Inuit Affairs and Northern Development.

Management Resource and Results Structure (MRRS): as articulated in the Treasury Board policy on Management, Resources and Results Structures (MRRS), it directs that all departments have clearly defined and measurable Strategic Outcomes, a robust governance structure and a sufficiently detailed Program Activity Architecture (PAA).

Mission: A mission statement states the fundamental reason for an organizations existence. It answers the "what do we do" and "why do we exist". A mission statement focuses on the organizations present state.

Northern Strategy: The Northern Strategy is a comprehensive document outlining four equally important integrated priorities in an effort to address the challenges and opportunities facing the North. Those four priorities are: Exercising Our Arctic Sovereignty, Protecting Our Environmental Heritage, Promoting Social & Economic Development, and Improving & Devolving Northern Governance.

Operational Directorate-based Workplan: an annual directorate specific document that lays out the operational goals and objectives as well as tasks and actions for the directorate that year.

Outcome Goal: Long term, measurable results the organization needs to accomplish its mission; a description of future success.

Performance Measurement: is a qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative. Quantitative performance measurements are composed of a number and a unit. The number provides the magnitude (how much) and the unit gives the number its meaning (what), e.g.: number of written complaints received. Qualitative performance measurements means investigating subjectively (the why) and (the how). They are the performance measures that are descriptions of situations or conditions which cannot be recorded numerically.

Performance Measurement Framework (PMF): A comprehensive framework that supports the process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

Program Activity Architecture (PAA): An inventory of all the activities undertaken by a department or agency. The activities are depicted in their logical relationship to each other and to the strategic outcome(s) to which they contribute. The PAA is the initial document for the establishment of a Management Resource and Results Structure (MRRS).

Quarterly Reporting (QR): The process of communicating evidence-based performance information on a quarterly basis.

Strategic Outcome: (As defined by Treasury Board Secretariat) A long term and enduring benefit to Canadians that stems from a department or agencies mandate, vision and efforts. It represents the difference a department or agency wants to make for Canadians and should be a clear and measureable outcome that is within the department or agency's sphere of influence.

Strategy: What must change in the status quo to create the conditions necessary to achieve the outcome goals. It must be measurable.

Vision: A vision statement is forward-looking and defines the ideal state of an organization. It is generally a "massively bold, over-arching, long-term goal" that captures the organization's desire to strive towards excellence in some form. It answers the question, "Where do we want to go?"

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